

We'll get you there.


Leadership & Accountability – Strengthening Ourselves and the Organization

September 2023 - Jim Kreiser, Principal

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Learning Objectives

At the end of this session, you will focus on:

- Identify team member strengths
- Identify how to ensure team members know the purpose, goals, and missions of the organization
- Recognize how to effectively listen and provide feedback to your team members
- Recognize how to create a trusting work environment



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Culture – Leadership Impacts

Do we face any unique challenges in Government regarding Culture/Leadership?

- Do changes of administration impact culture and leadership?
 - Great leaders in government understand and embrace this challenge.
 - Are you and other leaders focused on implementing “systems” that help support the desired culture? These are shown in studies to help normalize culture and stabilize “transitions”.
 - Governance
 - Feedback and focus on morale
 - Focus on innovation, improvement, “looking beyond”.

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Economic + Social + Political

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Inspire – Lead by Example

Organization

Individual

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Know Your Team

- How often do you assess and define team skills, capabilities, and strengths? (hint - once a year at performance review time is not appropriate)
- Have you developed a capabilities/experience matrix?
 - Does this include "soft skills"?
- Do you discuss and communicate strengths (and weaknesses) with your team members? Do you have a plan/focus to "play to their strengths"?
- Are roles clearly defined? Do we rely on job descriptions from 1990-something as the clarification?

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Three Types of Team Members



CONTENT



CLIMBERS



CHALLENGERS

"Most of us are ordinary people doing ordinary things in an exceptional way."

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The most effective trait of a leader is:

- Experience
- Listener
- Strategic Thinker
- Decisive
- Accountable

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Traits - Leadership

- No 100% clear right/definitive answer
- Traits of Leadership:
 1. Listening and communication
 2. Accountability
 3. Experience and technical knowledge
 4. Decisive (Not afraid to fail)
 5. Inclusive (engaging)
 6. Strategic
- Listening – listed by many studies as a top trait... any ideas why?

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Impact & Value of Listening

Studies that highlight listening as the critical trait - reference several shared values as to why it is so impactful to leadership:

- Listening directly impacts and expands our capacity as leaders.
- Listening can profoundly demonstrate your appreciation and care for the business and team.
- It provides far better understanding of circumstances, situations, and the business overall.
- Better vision, insight, and perspective to decisions.
- Lack of listening is often identified as the source of organizations and teams that lack trust!

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Be mindful of all voices




All generations
All backgrounds

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Feedback

- The key to our success in our continuous growth and improvement as leaders
- Feedback allows us to reflect on our *experiences*, identifies and builds our *strengths and inspirations*, and helps us make *choices* which grow our *inspired careers*.



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Feedback

Challenges

Opportunity	• We have too much going on to provide quality feedback
Comfortability	• Conversations are challenging for those providing and receiving feedback
Awareness	• Have we paid enough attention ?
Direction	• Are we communicating with our family member who needs the feedback?

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15% of employees worldwide are engaged in their job.

- Feedback and Accountability – two most often noted "roadblocks"



Source: State of Global Workplace – Gallup Report

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What does Accountability mean?

- Merriam-Webster:
 - an obligation or willingness to accept responsibility or to account for one's actions
- Others noted:
 - Responsibility towards accomplishing business or personal goals
 - Elimination of unproductive or distracting activities
 - Valuing the work or effort performed



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Accountability

Doing what you said you were going to do...to the best of your ability, on time, **without needing to be reminded!**

Accountability requires preparedness, and the ability to listen and it will enhance trust...**it starts with the Leaders!**






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Why is Accountability Important

- For our discussion – let’s agree that accountability does impact and influence the following:
 - More effective performance of tasks and goals
 - Better monitoring and measurement of work performance and reporting of value & objectives
 - Improved morale amongst employees & colleagues
 - Minimizing distractions, and better aligning activities with specific goals and roles/functions
 - *“Accountability is about taking care of each other”*

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Culture eats strategy for

- Breakfast
- Lunch
- Dinner
- Midnight Snack


Leadership is also critical to understanding/driving Culture – Ever see great culture without good/great leadership??

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Action Items & Steps

- Ask questions and identify the “current state” for yourself:
 - Why is it difficult to view ourselves and others as accountable, when/if we perceive that others hold us accountable?
 - Do we truly hold others accountable? Do we expect the same from others as ourselves?
 - Do we offer excuses? Do we establish goals and direction?



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Action Items & Steps (cont.)

- Are we committed to accountability as a culture?
- Set High and Clear Expectations (goals) for Yourself (and staff/others)
 - Make goals clear and measurable
 - Monitor/report goals and activities
 - No excuses, and be willing to hear and share feedback without negativity and blame
 - Allow for time in decision making. Decisions should have intention, should have positivity (positive vs. negative reaction/reinforcement), and should be well thought out and planned.

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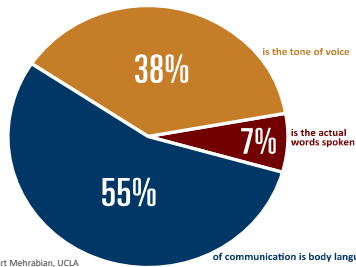
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Skills/Characteristics

- **COMMUNICATION** – and more specifically thoughtful and active listening. (surprise????). Direct, candid, and timely.
- **Willingness to Change**. Being able to adapt and accept feedback without negativity and being defensive is critical.
- **Positive Intent**. Accountable leaders focus effectively to avoid blame. Focus on “next steps” and how to evolve going forward, rather than overemphasizing past mistakes or “pointing fingers”.
- **Messages Based in Results and Metrics**. Where possible, having messaging based in data/results helps avoid confusion and “judgment”.

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The Importance of Nonverbal Communication



Source: Dr. Albert Mehrabian, UCLA

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Skills/Characteristics

- **No Fear - Courage**. Make sure your actions and those of others around you aren't based on fear. We must ensure that fear isn't a consideration in communication, performance, etc. The culture must focus in a manner where fear isn't a focus.
- **Trust**. Ask yourself if you are trusted. Do you trust others? If not – there are issues that need to be addressed, otherwise communication breakdowns, expectation gaps, negativity, etc. are likely to creep in.
- **Conflict Resolution**. Despite best efforts, some judgment and negative reactions will occur. Effective and accountable leaders have proven traits of effective conflict resolution and ways to drive productive communication even during disagreement.

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Summary

- Not easy. Culture may need addressed, and individuals need to feel empowered so their actions and efforts are sustainable.
- Identify obstacles to taking next steps and driving accountability and leadership... help alleviate for yourself and others.
- Review goals and incentives/consequences. Are these tangible and communicated?
- Challenge current performance feedback and expectation setting processes.
- Self-evaluation and reflection. Have we prioritized goals and roles for ourselves?
- Do we have trust?
- Pursue training for skills development.



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